

**Fairfax County Redevelopment and Housing Authority (FCRHA)
and
Department of Housing and Community Development (HCD)
Strategic Action Plan: FY 2007**

Approved
by the
Fairfax County Redevelopment and Housing Authority
October 27, 2005



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Who's Who

FCRHA Members (as of September 2005)

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Ronald F. Christian (Braddock District), Vice-Chairman
Martin R. Dunn (Dranesville District)
Willard O. Jasper (At-Large)
Dr. John C. Kershenstein (Springfield District)
H. Charlen Kyle (At-Large)
Elisabeth Lardner (Mt. Vernon District)
John Litzenberger, Jr. (Sully District)
Albert J. McAloon (Lee District)
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Joan Sellers (Mason District)

Department of Housing and Community Development

Paula C. Sampson, Director
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Carol Erhard, Acting Director, Housing Management
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Tom Fleetwood, Strategic Planner
Curtis Hall, Director, Information Services & Systems
Aseem Nigam, Director, Real Estate Finance & Grants Management
Kristina Norvell, Director, Public Affairs

John Payne, Director, Real Estate and Revitalization Policy
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Patti Schlener, Director of Administration
Steve Solomon, Director of Finance
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List of Abbreviations and Strategic Plan Key

BOS	Board of Supervisors
CDBG	Community Development Block Grant
EDA	Economic Development Authority
EDI	Economic Development Incentive Grant
ESG	Emergency Shelter Grant
FCDHCD	Fairfax County Department of Housing and Community Development
FCRHA	Fairfax County Redevelopment and Housing Authority
Fund 340	Housing Assistance Program (combination of General Fund and Section 108 loan funds)
FY	Fiscal Year
GF	General Fund (Fairfax County funds)
HCD	Housing and Community Development
HILP	Home Improvement Loan Program
HOME	Home Investment Partnership Program
HOPWA	Housing Opportunities for Persons with AIDS
HTF	Housing Trust Fund (Fairfax County funds)
One Penny	Allocation by the Fairfax County Board of Supervisors for FY2006: value of one penny of the real estate tax rate was dedicated to the preservation of affordable housing.
	Denotes affordable housing development project and/or use of "One Penny" funds

Strategic Plan Key:

100: Affordable Housing Preservation
200: Affordable Housing for Seniors/Special Needs
300: RHA Programs, Properties, and Partnerships
400: Homeownership
500: Family Self-Sufficiency
600: Meeting Future Affordable Housing Needs through New Production
700: Revitalization
800: Community Engagement
900: Administration and Management

Funding is identified by project numbering on the County electronic accounting system, FAMIS. For example, funding for the Preservation Loan Fund resides officially in project #14136 as shown in FAMIS.

The adoption of the FCRHA Strategic Plan Action Plan does not authorize funding for any of the projects in the plan. Each project must be brought to the FCRHA for necessary approvals. All dollar amounts shown are estimates; actual amounts spent during FY 2007 may vary depending on the needs of individual projects, the emergence of new needs, and other variables.

Fairfax County Vision: Core Purpose and Elements

To protect and enrich the quality of life for the people, neighborhoods, and diverse communities of Fairfax County by:



Maintaining Safe and Caring Communities: The needs of a diverse and growing community are met through innovative public safety, health care, housing, educational, recreational, and volunteer opportunities. As a result, residents feel safe and secure, capable of accessing the range of services and opportunities they need, and are willing and able to give back to their community.



Practicing Environmental Stewardship: Local government, businesses, community organizations, and residents seek ways to use all resources wisely and to protect and enhance the County's natural environment and open space. As a result, residents feel good about their quality of life and embrace environmental stewardship as a personal and shared responsibility.



Building Livable Spaces: Distinctive and accessible town centers, neighborhoods, streets, walkways, and open spaces create a sense of place -- reflecting the character, history, and natural environment of the community. As a result, people throughout the community feel they have unique and desirable places to live, work, shop, play, and connect with others.



Maintaining Healthy Economies: Investments in the work force, jobs, institutions, and community infrastructure support a diverse and thriving economy. As a result, individuals are able to meet their needs and have the opportunity to grow and develop their talent and income according to their potential.



Connecting People and Places: Transportation, technology, information, and partnerships effectively and efficiently connect people and ideas. As a result, people feel a part of their community and have the ability to access places and resources in a timely, safe, and convenient manner.



Creating a Culture of Engagement: Individuals enhance community life by participating in and supporting civic groups, discussion groups, public-private partnerships, and other activities that seek to understand and address community needs and opportunities. As a result, residents feel they can make a difference and work in partnership with others to understand and address pressing public issues.



Corporate Stewardship: Fairfax County Government is accessible, responsible and accountable. As a result, actions are responsive, providing superior customer service and reflecting sound management of County resources and assets.

FCRHA Mission Statement

The mission of the Fairfax County Redevelopment and Housing Authority is to initiate and provide opportunities for Fairfax County residents to live in safe, affordable housing and to help develop, preserve, and revitalize communities through fiscally responsible and open processes.

FCRHA Values and Goals

Adopted June 24, 2004

VALUES

- To partner with the community, individuals, and public and private entities. Involve and include the public in the decision making process.
- To promote, develop, encourage and be responsive to community initiatives.
- To maintain and enhance professionalism and competency of Housing and Community Development staff supporting the FCRHA mission. To provide the best management, maintenance, and operational support for all projects and programs.
- To foster the integrity of the FCRHA and its programs by pursuing all ventures with open and honest communication and thorough community involvement.
- To empower the residents of FCRHA properties with the means to become as self-sufficient as possible, encouraging and facilitating movement toward financial independence beyond the need for FCRHA services, while recognizing the needs and limitations of the mentally and physically disabled, the aged, and infirm.
- To increase FCRHA support for revitalization activities, including becoming more involved in existing efforts.
- To provide, maintain, and preserve decent and safe affordable housing for low and moderate-income families.
- To be fiscally responsible in all FCRHA endeavors.

GOALS

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- To provide opportunities for those who work in Fairfax County to live in Fairfax County.
- To commit to a strong and cooperative relationship with other Fairfax County boards, commissions and authorities, businesses and the broader community.
- To generate and increase opportunities for homeownership as a means to self-sufficiency, asset growth, neighborhood stability and allow those who work in Fairfax County to live in the County.
- To facilitate the self-sufficiency of FCRHA residents as they move toward financial independence, while recognizing the needs of special populations.
- To commit to strategic and innovative solutions for meeting changing community needs and challenges.
- To support revitalization and entrepreneurial initiatives that benefit the communities and residents of Fairfax County.
- To give citizens a sense of ownership in policies and programs, through open and two-way communication of ideas and information about housing and revitalization challenges and opportunities.
- To assure the continued excellent reputation of the FCRHA through fiscally responsible policies, sound business practices, and well-maintained properties that meet the high community standards of Fairfax County.
- To support the quality work and professionalism of the HCD staff to assure highly effective programs.

STRATEGIES:

- Affordable Housing Preservation
- Affordable Housing for Seniors, Persons with Disabilities, and Persons with Other Special Needs

GOALS:

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- To provide opportunities for those who work in Fairfax County to live in Fairfax County.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies

TRENDS

- "The supply (of affordable housing) is being outstripped by the demand because we have become such a desirable place." – Board of Supervisors Chairman Gerry Connolly (Times Community Newspapers, May 18, 2005)
- Fairfax County's affordable housing deficit stands at 30,000 units – a figure projected to grow to 60,000 by 2020. (HCD, based on data from the Center for Regional Analysis in the School of Public Policy at George Mason University)
- As of July 2005, there were 8000 families on Fairfax County's Section 8 waiting list, and over 5500 on our public housing waiting list. (HCD)
- Between 1980 and 2004, the average assessed value of dwellings in Fairfax County increased by over 300 percent. (Fairfax County Dept. of Information Technology and Dept. of Taxation.)
- Fairfax County has the lowest amount of affordable housing in the region while maintaining one of strongest economies according to a recent report by the Washington Regional Network for Livable Communities. To make matters worse, what's left of the county's affordable housing is being redeveloped into more expensive units. (Connection, June 10, 2004)
- 5000 Washington area rental units were converted to condominiums in 2003, a figure that grew to 14,500 in 2004. Assuming 80% displacement, as many as 11,600 Washington area households lost their rental homes in 2005. (*The Washington Post*, June 7, 2005)
- The annual income needed to afford a two-bedroom apartment at the fair market rate (\$1,187/month) in Fairfax County was \$47,486.40 – just over 50% of the Area Median Income. People earning Virginia's minimum wage (\$5.15/hr) would need to work 177 hours per week to afford a two-bedroom apartment at FMR in Fairfax County. Over 18,000 Fairfax County families earning up to 50% of the area median income are rent burdened – spending more than 30% of their income on housing. (National Low Income Housing Coalition, *Out of Reach* 2004, December, 2004)
- Fairfax's year-old firefighter and paramedic housing program, which places eligible recruits in one of 10 low-rent Fairfax area condominiums owned by the county, is aimed at providing affordable housing to new firefighters and paramedics for a couple of years, during training and the start of their careers. (*The Washington Post*, July 23, 2005)
- In Fairfax County, 37% of renters spent 30% or more of their 2002 income on housing. (FCHSRCC, February 2004)
- No new Federal public housing units have been added since 1997 nor are any anticipated in the future. (HCD)

STRATEGIES:

- Affordable Housing Preservation
- Affordable Housing for Seniors, Persons with Disabilities, and Persons with Other Special Needs

GOALS:

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- To provide opportunities for those who work in Fairfax County to live in Fairfax County.

TRENDS (Continued)

- Between 1997 and 2002, a total of 1,030 units of affordable housing were lost in the County, primarily due to expiring terms on federally-assisted projects. There remain approximately 3,115 privately-owned federally-assisted rental housing units for low-income families, the elderly, persons with disabilities and single individuals. (HCD)
- A survey conducted on January 21, 2004, of all known homeless county residents identified a homeless population of 1,926: 816 single individuals, and 412 adults with 698 children in 325 homeless families. (2004 Point in Time Survey, DSM)
- Most new immigrants live in the suburbs, so the population that does not speak English very well rose most sharply . . . by 74 percent in Montgomery County and 105 percent in Fairfax County. (Washington Post, June 22, 2004)
- The median home price in Lorton -- Zip code 22079 -- soared to \$369,450 last year from \$272,000 in 2003, according to a Washington Post analysis based on county records. That's a 35.8 percent jump, largest in any Fairfax County Zip code with 100 or more sales last year. (*The Washington Post*, March 23, 2005)
- The demand for housing is directly tied to jobs. Housing remains very strong in the Washington-area market, with demand continuing to outpace availability, according to Stephen Fuller of GMU. Local residential real estate professionals agree, pointing to the strong sellers market in which buyers are often willing to pay thousands more for a house that the owner is offering to sell it for. (Times Community Newspapers, March 30, 2004)
- Driven by government spending and company expansions, Fairfax County added 25,000 jobs last year, representing about 35 percent of total job growth in the Washington region. (*Washington Business Journal*, 2/18/2005)
- Even with the collapse of the commercial technology business in 2001, the region has added computer programming jobs in the past year, due to security and modernization projects commissioned by the federal government. Fuller said he anticipates the professional and business service jobs that have been the region's leading source of job growth in the past two years will continue to drive growth in 2004. (Washington Post, March 25, 2004).
- The percentage of Fairfax County's commercial and industrial tax base has fallen for four straight years, meaning that county homeowners are picking up a higher share of the cost of programs and services. (Washington Post, March 28, 2004)
- The Fairfax County Economic Development Authority helped create more than 7,800 jobs for the county in 2003, officials recently announced. (Northern Virginia Journal, February 2, 2004).
- In Tyson's Corner: "In exchange for switching to a residential project, West Group Properties won approval to build 1,364 condos...in 19-story towers, 60 townhouses and a grocery store. That's three times the density that would have been permitted with commercial development. . . the company . . . said it would build eight affordable apartments. . ." (Washington Post, 1/7/03)

STRATEGIES:

- Affordable Housing Preservation
- Affordable Housing for Seniors, Persons with Disabilities, and Persons with Other Special Needs

GOALS:

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- To provide opportunities for those who work in Fairfax County to live in Fairfax County.

TRENDS (Continued)

- "Use of the SRO [Single Resident Occupancy] model facilitates implementation of the 'housing first' approach, a strategy that recognizes the importance of securing stable housing as the initial step in the individual's journey toward achieving self-sufficiency." (Fairfax County SRO Task Force, Final Report, July 2005)
- Between 1990 and 2000, the rate of increase in the number of jobs in Fairfax was double the rate of increase in the amount of housing.
- Fairfax County could face a shortage of housing of all types and for all income levels as high as 2,000 housing units by 2025. (HCD)
- Since 1990, the fastest-growing segment of the county's population was people age 55 years and older, while the number of people age 20 to 34 years decreased in number. (Fairfax County Demographic Reports 2003.)
- For the first time in three years, Fairfax County's unemployment rate dipped below 2 percent in April. The low unemployment figures reflect the county's economic recovery but may also contribute to the county's affordable housing crisis.
- "It'll probably make it more attractive for people living in other places to move here to find work," said Roger Stough, a public policy professor at George Mason University. With an unemployment rate this low, he added, employers will draw from a wider workforce, which means that an increasing number of workers will live in other parts of the region, thereby exacerbating the pressure on roads and the spread of suburbia. (Connection, June 10, 2004)

STRATEGY:








Affordable Housing Preservation

HCD Vision Statements that Apply

- Provide affordable housing to lower income households through the preservation and/or production of modest rent housing.
- Assist the FCRHA in a strategic effort to acquire land for future affordable housing development.

ACTIONS

RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2007 Resources*	FY2006 Resources**	Prior Year Resources***
	100	Affordable Housing Preservation (approximately 300 units) via project financing and/or direct purchase; includes but is not limited to: predevelopment, condominium conversion unit purchases, SRO and ADU acquisitions, acquisition/retrofit for elderly/disabled, funding of projects through the Affordable Housing Partnership Program, Safe Housing (small-scale housing for victims of domestic violence), magnet housing, land acquisition. <i>Note: Specific preservation projects in the pipeline for FY 2007 are listed below.</i>	\$6,783,616 One Penny \$150,000 HTF		\$673,664 (HOME)
	101	Project financing through the Preservation Loan Fund; provides loans to national and local non-profits to purchase and preserve existing at-risk affordable housing.			
	102	Lead efforts to expand the ADU ordinance and encourage affordable units in high-rise developments. Provide consulting expertise to the ADU Task Force.			
	104	Hollybrooke II. Acquisition and rehabilitation of 98 units at the Hollybrooke II apartments by AHC, Inc.		TO BE COMPLETED IN FY 2006	
	107	Willow Oaks - Acquisition/Preservation of 7 units (5 for magnet housing, 2 for FCRP)		TO BE COMPLETED IN FY 2006	
	109	Audubon - Convert 46 RHA public Housing units to single resident occupancy (SRO) housing. Provide alternative housing for frail elderly with disabilities, in partnership with the Community Services Board.	\$800,000 One Penny		\$333,803 HTF (14165)
	110	Yorkville - Acquisition and preservation of 247 affordable units at the Yorkville Cooperative. ADU Purchases - up to 25 units.	\$1,375,000 One Penny		\$500,000 HTF

STRATEGY:






Affordable Housing for Seniors, Persons with Disabilities and Persons with Other Special Needs

HCD Vision Statements that Apply

- Take a strategic approach to providing a full range of affordable housing options and services for the elderly, persons with disabilities, and those with other special needs.

ACTIONS

RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2007 Projection	FY2006 Resources	Prior Year Resources
	200	Senior and Special Needs Investment Strategy: Develop/acquire housing and facilities designed specifically for the physically and/or mentally disabled and seniors. Develop new senior housing at mid, west, and east County locations, using the Herndon Harbor House model. Potential focus on County surplus properties. (For potential funding resources, please see #100, "Affordable Housing Preservation".) Specific projects in FY 2007 appear below.	Potential funding reflected in Line 100.		
	201	Braddock Glen (Little River Glen II): Assisted Living Public/Private Partnership; 60 units and an adult day care center		TO BE COMPLETED IN FY 2006	
	202	Little River Glen III (Phase I): Construction of 90 units and rehabilitation of senior center.	Funding to be determined		
	203	Lewinsville Assisted Living -- Develop 60 units of assisted living plus expand senior recreation facility and adult day care.	\$4,700,000 One Penny \$1,000,000 CDBG (14140) \$1,600,000 HOME (14140)		\$1,953,747 HTF (14049)
	204	Home Repair for the Elderly Program	\$312,798 CDBG (03864)		
	206	Tenant Based Rental Assistance Program	\$260,059 HOME (13971)		
	207	District Home/Birmingham Green: Provide financing and consultation to the District Home in development of affordable assisted living.		TO BE COMPLETED IN FY 2006	




STRATEGY:

Affordable Housing for Seniors, Persons with Disabilities and Persons with Other Special Needs

(Continued)

ACTIONS

RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2007 Projection	FY2006 Resources	Prior Year Resources
	208	Assist the County in financing a fourth family shelter, as needed. (Hanley Shelter)			\$1,334,553 HTF (14116)
	209	Develop transitional housing on the Hanley Shelter campus.			\$407,000 HOME (14144)
	210	Offset operating expenses for five full-service emergency shelters for homeless single adults and families.	\$267,368 ESG		
	211	Accessibility modifications underway for FCRHA properties		\$67,337 CDBG (14112)	\$132,224 CDBG (14112) \$66,069 CDBG (14154)
	215	Chesterbrook. Assist in financing the development affordable assisted living facility for senior citizens. The 97-unit assisted living facility will be constructed on property owned by the National Capital Presbytery.		TO BE COMPLETED IN FY 2006	
	216	Homeless Initiative - Focused effort to provide permanent housing opportunities for those who are homeless.	<i>Funding to be determined</i>		

STRATEGY:

RHA Properties, Programs & Partnerships

GOAL:

To commit to a strong and cooperative relationship with other Fairfax County boards, commissions and authorities, businesses and the broader community. To provide high-quality, safe, decent housing for tenants of FCRHA properties.

County-wide Vision Elements that Apply



Maintaining Healthy Economies



Connecting People & Places



Creating a Culture of
Engagement



Corporate Stewardship

TRENDS

- There are nine rental housing developments that are owned by limited partnerships in which the FCRHA is the managing general partner.
- Implementation of new HUD project-based management and budgeting rules underway. HCD will conduct pre-development work for on-site management facilities at several FCRHA properties.

STRATEGY:





RHA Properties, Programs & Partnerships

HCD Vision Statements that Apply

- Pursue public-private partnerships that result in affordable housing and bring an infusion of private capital and cost savings to the FCRHA.
- Play a facilitator role by assisting community organizations and non-profits to develop capacity, grow and achieve their affordable housing and community development mission.
- Establish and maintain solid investor relations with existing investors and cultivate relationships with new or potential investors.
- Provide affordable housing to very low-income households through the provision of rental vouchers and public housing.
- Have properties that are attractive and professionally maintained. Meet professional property management standards.
- Maintain an occupancy rate of 95% or higher.

ACTIONS

RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2007 Projection	FY2006 Resources	Prior Year Resources
	300	Maintain lease-up rate at 95% or better. Project-based Housing Choice Vouchers Continue Housing Choice Voucher Landlord Marketing Campaign	\$35,036,879 HUD Housing Assistance		
	301	Kingsley Park Preservation. Fund Activities Coordinator in partnership and partner with Kingsley Commons. Predevelopment for on-site management facility.	\$10,000 GF Request \$50,000 HUD Capital Fund	\$70,000 HUD Capital Fund	
	302	Woodley Hills Estate Community Center Rehab/Replacement	\$100,000 CDBG		
	303	Rehabilitate FCRHA FCRP residential properties and group homes to maintain their safety and quality of life.	\$500,000 CDBG (14191) \$500,000 HTF (14191)		
	304	Rehab/modernize/maintain public housing properties to maintain safety and quality of life.	\$1,687,000 HUD Capital Fund		
	305	Sunrise Group Home Rehabilitation/Reconstruction	\$800,000 HTF	(CSB Funding: \$1,260,000)	
	306	West Glade - Predevelopment for on-site management facility.		\$30,000 HUD Capital Grant	

STRATEGY:

Homeownership

GOAL:

To generate and increase opportunities for homeownership as a means to self-sufficiency, asset growth, neighborhood stability and allow those who work in Fairfax County to live in Fairfax County.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Creating a Culture of Engagement

TRENDS

- Nearly 670 low and moderate-income families have gone through the Fairfax County First-Time Homebuyers program and are ready to buy homes – but are waiting for affordable homes to become available. (HCD)
- Between 1999 and 2004, the average sale price of a home in Fairfax County grew from \$241,100 to \$442,800 – an increase of 83.7%. (George Mason University, School of Public Policy, Center for Regional Analysis)
- The homeownership rate in Fairfax County is 70.9%, versus 68% nationally. (US Census Bureau)
- The Fairfax County Redevelopment and Housing Authority was recently awarded \$6 million in state grants to help first time homebuyers. The money will help between 30 and 50 low to moderate income families secure mortgage loans. . . The money is the

the largest such grant awarded the county from the Virginia Housing Development Authority. Last year, the county received a \$4 million grant and a \$2.1 million grant before that. (Connection, February 18, 2004)

- A pilot Housing Choice Voucher Homeownership program launched in 2003 has been successful in allowing homeownership for 25 families. There is interest in expanding this program. To generate and increase opportunities for homeownership as a means to self-sufficiency, asset growth, neighborhood stability and allow those who work in Fairfax County to live in Fairfax County.
- “The [Fairfax County First-Time Homebuyer’s] program is effective, but is hampered by a lack of housing inventory,” Esther Pryor, immediate past president of the Northern Virginia Association of Realtors, said. “We’re nearing the point where we’re out pricing first-time homebuyers,” she said. “First-time buyers don’t care what they get. They just want to get in.” (Sun Gazette, April 1, 2004)
- One-hundred thirty-one (131) dwellings in the First-Time Homebuyers Program (ADU and MIDS) were occupied by employees of Fairfax County or Fairfax County Public Schools in April, 2004.

STRATEGY:

Homeownership

HCD Vision Statements that Apply

- Pursue focused efforts to expand and preserve homeownership through increased affordable stock, creative financing techniques and home improvement assistance.

ACTIONS

RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2007 Projection	FY2006 Resources	Prior Year Resources
	400	Homeownership and Relocation: Provide services and financing to Fairfax County residents seeking homeownership. Provide technical assistance to developers and tenants to mitigate the effects of displacement. Specific programs and their funding appear below.			
	401	Housing Program and homeownership initiatives Homeownership Program	\$8,600,000 SPARC (estimated request to VHDA) \$274,257 CDBG (14113)		
	402	Fairfax County Employee Homeownership Assistance Program. Initial focus on first responders.			\$465,000 HTF (14011)
	403	First-Time Homebuyers ADU Loan Program		\$96,663 CDBG (13903)	\$107,685 CDBG (13903)
	405	Housing Choice Voucher Homeownership Program - assess pilot period and determine future of the program.			
	406	Downpayment & Closing-Cost Assistance Program			\$263,156 CDBG (14151) \$151,146 CDBG (14113)
	407	Implement revitalized MIDS program to address long-term impact of deferred loans and property condition issues.		TO BE COMPLETED IN FY 2006	
	408	Language access for homeownership clients			
	409	Relocation Program	\$279,380 CDBG (13872)		
	410	American Dream Down Payment Initiative	\$90,000 HOME (14190)	\$89,628 HOME (14190)	\$147,276 HOME (14190)

STRATEGY:

Family Self-Sufficiency

GOAL:

To facilitate the self-sufficiency of FCRHA residents as they move toward financial independence, while recognizing the needs of special populations.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Connecting People & Places

TRENDS

- Approximately 42,000 are living below the poverty line in Fairfax County – roughly the equivalent of the population of Charlottesville.
- In 2003, thirty-eight percent of area households thought the lack of affordable childcare is a moderate or major community problem. (Fairfax County Department of Systems Management)
- It continues to be a challenge for public and private health care and human service systems to provide culturally appropriate outreach and services and to tap into the workforce expertise of multicultural communities. (Fairfax County Human Services Response to Challenges in the Community, February 2004)
- Approximately 15% of Fairfax County residents have incomes below 200% of poverty, which is closer to the income needed to approach “self-sufficiency” in Fairfax County. (Fairfax County Human Services Response to Challenges in the Community, February 2004)
- There continues to be a waiting list for family shelters. This is affected by insufficient funding of the Housing Choice Voucher Program, which increases the amount of time it takes families to move out of shelters or transitional housing. (from Homeless Oversight Committee as reported in the Times Community Newspapers, March 24, 2004).
- Although it is difficult to get an accurate count of the homeless population, one day in January, outreach workers in Fairfax counted 181 homeless people on the streets and 552 people in short-term shelters, officials said. (*The Washington Post*, December 23, 2004) A survey conducted on January 26, 2005, of all known homeless county residents identified a homeless population of 1,949 persons: 800 single individuals, and 422 adults with 727 children in 333 homeless families. Average family size was 3.45. These numbers do not account for families and individuals who are at risk of becoming homeless, or who live in doubled- or tripled-up housing situations. (Council on Homelessness, *Annual Message to the Board of Supervisors*, March 7, 2005.

STRATEGY:

Family Self-Sufficiency

HCD Vision Statements that Apply

- Ensure that FCRHA residents have the skills and resources to move beyond assisted housing.

ACTIONS

RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2007 Projection	FY2006 Resources	Prior Year Resources
	500	Family Self Sufficiency: Foster an environment that encourages residents of FCRHA properties to move toward self-sufficiency. (Funding reflected below)			
	502	Continue the Family Self-Sufficiency Program. Recognize the close relationship between Welfare-to-Work and Affordable Housing.	\$63,000 FSS Grant		
	503	Enhance use of on-line applications (Phase II).	General fund request		
	504	Briarcliff Computer Center	\$100,000 HUD Capital Fund	\$100,000 HUD Capital Fund	
	505	Grants to Child Care Providers	\$44,890 CDBG (14132)	\$44,890 CDBG (14132)	

STRATEGY:

Meeting Future Affordable Housing Needs Through New Production

GOAL:

To commit to strategic and innovative solutions for meeting changing community needs by providing new affordable housing.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Connecting People & Places

TRENDS

- The population of Fairfax County is expected to grow from 1,041,200 in 2005 to 1,331,200 in 2030 – an increase of 27%. In the same period, the number of jobs is expected to increase from 600,500 to 844,600. (Metropolitan Washington Council of Governments, Round 7 Cooperative Forecasts, July 12, 2005)
- "Speaking of affordability, townhouses and condominiums have been the hottest market commodity because of affordability and location and have surpassed detached homes in their sales. Metro proximity is a desired location for many commuters, with a premium typically

associated with properties that are within one mile of the subway. Buyers and their agents still need to plan aggressive strategies to obtain the home of their choice, as the majority of homes are drawing multiple offers in less than a week, especially in the lower-end price range. . ." (Realty Times, June 8, 2004)

STRATEGY:

Meeting Future Affordable Housing Needs Through New Production

GOAL:







To commit to strategic and innovative solutions for meeting changing community needs by providing new affordable housing.

HCD Vision Statements that Apply

- Maintain awareness of community needs and practices used nationally and internationally to meet similar needs.

ACTIONS

RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2007 Projection	FY2006 Resources	Prior Year Resources
	600	Meeting Future Affordable Housing Needs Through New Production: Plan and execute strategic, innovative solutions to meet the ever changing affordable housing needs of Fairfax County through the production of new affordable housing stock. Funding reflected in Line 100 and in the following specific projects below.			
	601	Land/Unit Acquisition: Pursue land as opportunities arise, partner to the greatest extent possible with for- and not-for-profits in development of the site. Purchase up to 25 ADUs annually. (See Line 100 for potential funding)			
	602	Promote and facilitate the provision of affordable housing in transit-oriented development.			
	604	Affordable Housing Partnership Program: Facilitate new housing production and preservation by non-profits and others. AHPP is the gateway to RHA Funds for developers of affordable housing. (For funding information, please see #100, "Affordable Housing Preservation".)	Funding reflected in Line 100.		
	605	Set aside for Community Housing Development Organizations (CHDOs)	\$398,561 HOME (13954)		
	607	Glenwood Mews Magnet Housing - Partnership with Inova Health Systems and Habitat for Humanity	\$341,384 One Penny		
	609	Magnet Housing: West Ox Road - 30 units	\$5,500,000 One Penny		
	610	Magnet Housing: Fairfield – 30 units		TO BE COMPLETED IN FY 2006	

STRATEGY:

Revitalization

GOAL:

To support revitalization and entrepreneurial initiatives that benefit the communities and residents of Fairfax County.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Creating a Culture of Engagement

TRENDS

- The goal of HCD's Neighborhood Preservation and Revitalization programs is to preserve, restore, and improve the economic vitality of affordable residential neighborhoods and commercial service areas. (Fairfax County, FY2006 Adopted Budget)
- Of the 50 billion Federal dollars spent in the region last year, \$16 billion was spent in Fairfax County.
- BAE Systems, a leading defense, electronics, information systems and technology services company, announced today it will expand operations in Fairfax County. The company will create 700 jobs over the next three years. The new business will generate an investment of \$25 million and establish an information technology work center to support the company's expanding federal IT business. (Fairfax County Economic Development Authority, press release, May 16, 2005)
- "The revitalization of Richmond Highway has been ongoing for over a decade. The exhaustive efforts of the Southeast Fairfax Development Corporation, local citizens and the Supervisors from both sides of the Highway has created an atmosphere for developers to bring their projects here. Recently, we have seen the pace of commercial and residential development increase at an incredible rate. The

corridor has truly arrived and will become a premier place to live, shop and work in the Washington Metropolitan area," said Gerald Hyland, Supervisor of the Mount Vernon District. (HCD, press release, January 24, 2005)

- Central Springfield's established neighborhoods, proximity to major highways and rail and prominence for motorists entering Fairfax County through the Mixing Bowl made the area an ideal spot for a proposed Midtown Springfield development, according to KSI Services officials. (*Times Community Newspapers*, July 13, 2005) The most recent U.S. Census Bureau data counted 4,960 Hispanic-owned firms in Fairfax County with revenues of \$665.4 million in 1997. Hispanic-owned firms in the county had receipts of \$665.4 million, according to census figures. The companies represented 36.2 percent of all Hispanic-owned firms in Virginia. (Fairfax County Economic Development Authority)
- Palladium developers put \$1 million in escrow for revitalization efforts and those moneys, which become available in July, must be spent within the next six years. The developers also offered a 10-year lease on 800 square feet for the Greater McLean Chamber of Commerce and a 10-percent market discount on 2,500 square feet of space that could be used for a Torpedo Factory-like art facility. (*Sun Gazette*, February 12, 2004) "Merrifield is coming on strong." Office vacancy rates county wide are at 11.2%, vacancy rates in Merrifield are at 5.47%. Dr. [Gerald] Gordon [Director of the Fairfax County Economic Development Authority] reported that the face of Merrifield is changing, and that more and more businesses are not just willing, but wanting to re-locate to Merrifield. In the past year the EDA worked with 5 major employers who located in Merrifield, and 1,099 new jobs were created. (Greater Merrifield Business Association, *Newsletter*, July 2005)
- The average age of homes in Fairfax County in 2004 is almost 20 years old. (Fairfax County Department of Information Technology and Department of Taxation.)
- Strengthening Neighborhoods and Building Communities (SNBC) is an effort by Fairfax County to facilitate neighborhood and community building across deputy areas in Fairfax County. This function brings together the resources of fifteen county agency and the school system to plan and implement neighborhood development activities. (Fairfax County FY 2005 Adopted Budget, Volume 1)

STRATEGY:

Revitalization

HCD Vision Statements that Apply

- Serve as lead agency for revitalization for the County's aging and underutilized commercial and residential areas.
- Use focused and strategic efforts to encourage county support, community involvement and private investment in revitalization areas.
- Ensure that in revitalization areas, FCRHA properties make a statement and set a tone to encourage further revitalization.
- Partner with the Fairfax County Economic Development Authority and other County agencies

ACTIONS

RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2007 Projection	FY2006 Resources	Prior Year Resources
	701	Investing in Communities Program -- Projects designed to create jobs, reduce blight, and revitalize older commercial areas of the county. FCRHA will use selection criteria and performance measures for projects using this funding.	\$140,000 CDBG (14152)	\$170,582 CDBG (14152)	
	702	Annandale Town Center: Multi-cultural center, land acquisition/design and pre-development.	Proposed for 2006 Revitalization Bond Referendum		\$88,500 EDI
	703	Provide strategic incentives to potential developers of Community Business Center locations in the Richmond Highway corridor for site assembly or other financial assistance.			\$64,705 Fund 340 (14117)
	705	Market revitalization areas to businesses and investors. Significantly improve web access.	\$150,000 Fund 340		\$75,000 GF \$12,829 Fund 340 (14159)
	706	Revitalization façade improvement program beginning with Richmond Highway and Annandale.			\$130,654 Fund 340 (14103) \$5,305 Fund 340 (14157)
	707	Commercial Revitalization Partnership with Community Reinvestment Fund.	Under development.		
	709	Redevelopment of Southeast Quadrant of Bailey's Crossroads.	Proposed for 2006 Revitalization Bond Referendum		
	710	Provide strategic incentives to potential developers of the Kings Crossing site for site assembly or other financial assistance.			\$539,203 Fund 340 (14101) \$1,000,000 Sec. 108 Loan
	711	Merrifield Town Center Park: land acquisition for development by FCPA.			\$2,000,000 Fund 340 (14156)
	712	"Mid Town" Springfield Town Center Development (formerly Commerce Street).			\$3,261,263 Fund 340 (14100)

STRATEGY:

Revitalization

(Continued)

ACTIONS

RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2007 Projection	FY2006 Resources	Prior Year Resources
	750	Neighborhood Revitalization: Partner with Fannie Mae, local banks and realtors, and/or others to dovetail the HILP program with private financing to provide a focused neighborhood revitalization loan program for residential areas adjacent to commercial revitalization areas. Begin in Bailey's and Richmond Highway areas. Also includes neighborhood improvements: common area improvements associated with affordable housing preservation.	\$150,000 CDBG (14153)		\$655,348 HOME (14153)
	753	Home Improvement Loan Program (HILP)			\$2,639,584 CDBG (03813)
	754	Neighborhood Revitalization: Neighborhood and Business Outreach in Springfield	\$200,000 CDBG (14153)	\$67,337 CDBG (14153) \$38,605 CDBG (14153)	
	755	Mott Community Center Expansion		\$62,846 CDBG (03829)	
	756	Public Improvements in the Conservation Neighborhoods	Proposed for 2006 Revitalization Bond Referendum		
	757	Revitalization Spot Blight Abatement Program			\$406,352 Fund 340 (14048)

STRATEGY:

Community Engagement

GOAL:

To give citizens a sense of ownership in policies and programs through open and two-way communication of ideas and information about housing and revitalization challenges and opportunities.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Creating a Culture of Engagement

HCD Vision Statements that Apply

- Become relevant to a wider segment of County residents. Develop opportunities for community support and involvement.
- Maintain open communications with the public, community groups, governing officials, and residents.

ACTIONS

RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2007 Projection	FY2006 Resources	Prior Year Resources
	801	Multi-lingual access to resources on HCD website.			\$24,573 CDBG (14155)

STRATEGY:

Administration and Management

GOAL 1 (of 3):

To assure the continued excellent reputation of the FCRHA through fiscally responsible policies, sound business practices, and well-maintained properties that meet the high community standards of Fairfax County.

County-wide Vision Elements that Apply



Maintaining Safe & Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Connecting People & Places



Creating a Culture of Engagement



Corporate Stewardship

HCD Vision Statements that Apply

- Have properties that are attractive & professionally maintained. Meet professional property management standards.
- Have a financial division that works as a strong team, is responsive, efficient and integrally involved with the department.
- Understand the depth and availability of existing FCRHA resources through analysis and regular reporting.
- Maintain HCD's outstanding reputation in developing & financing affordable housing.
- Establish focused and comprehensive oversight of all FCRHA assets through an on-going asset-management effort.

ACTIONS

RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2007 Projection	FY2006 Resources	Prior Year Resources
	901	Set aside for housing emergencies and opportunities.	\$200,000 HTF		\$535,000 HTF (14142)
The items listed below do not have a SP Line Item associated with them and have no allocated resources.					
		HCD will continue to account for and provide information about the status of the Housing Trust Fund			
		Move to a project-based accounting system that meets new HUD requirements yet interfaces with FAMIS. Maintain the fiscal health of the Housing Choice Voucher program. This will include: 1) on-going analysis of the financial status of the Housing Choice Voucher program in order to pro-actively identify and recommend solutions to any short falls or other fiscal issues; 2) on-going monitoring of the lease-up rate with regular amendment to the Housing Choice Voucher budget as needed; 3) maintain Housing Choice Voucher reserves; 4) timely billing for portability; and 5) close monitoring of Congressional and HUD changes.			
		Assess available resources on a regular basis and report to the FCRHA on a semi-annual basis.			
		Undertake projects that have been thoroughly analyzed, display a well-defined need and demonstrate reasonable risk.			
		Undertake projects that will maximize leverage and encourage public-private partnerships.			
		HCD/FCRHA will assess procedures to ensure a series of decision points before major projects are undertaken.			
		HCD will continue assessing the existing organizational structure to determine ways to maximize efficiency, cluster talents and expertise, and reflect the FCRHA strategic plan and HCD vision. Reorganization is complete for Financial Management; Real Estate Finance and Grants Management; Design, Development and Construction; Administration; and, Information Systems and Services. Housing Management reorganization is underway. Property Improvement and Maintenance is next.			
		Continue high standards for management and maintenance of FCRHA housing. HCD/FCRHA will continue to strive for the highest ratings by HUD and others.			
		HCD strives to further career development and professionalism among its employees and will continue to promote semi-annual professional development days, fellowships, mentoring and policies related to promotional opportunities.			

STRATEGY:

Administration and Management

GOAL 2 (of 3):

To support the quality work and professionalism of the HCD staff to assure highly effective programs.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Connecting People & Places



Creating a Culture of Engagement



Corporate Stewardship

HCD Vision Statements that Apply

- Be an agency that has camaraderie, works as a team, and has excellent internal communication.

ACTIONS

The items listed below do not have a SP Line Item associated with them and have no allocated resources.		
		Work with the FCRHA on development of "Mission" Minutes.
		Continue to produce and distribute 13 various newsletters.
		Produce bi-annual report.
		FCRHA Commissioner attendance at Supervisor Town Meetings. HCD attendance upon request.
		Continue presentations at Supervisor Town Hall Meetings as needed.
		Regular meetings and communication between directors of HCD and EDA. Regular communication between EDA and HCD revitalization staff.
		Use a variety of creative techniques to market, promote, announce and celebrate FCRHA projects and programs.
		Continue to provide information items on FCRHA agendas on a regular basis to inform FCRHA members of staff activities and transactions.
		Send out "Messages from the Director" via e-mail to keep commissioners informed between meetings.
		Semi-annual meetings between the FCRHA, Representatives of the seven Revitalization Areas and the Planning Commission.
		Joint meetings between the FCRHA and Planning Commission, Human Services Council, CCFAC, EDA, Resident Advisory Council and Area Agency on Aging.
		Briefing to Board of Supervisors at Board Housing Committee Meetings as needed.

STRATEGY:

Administration and Management

GOAL 3 (of 3):

To incorporate and maintain up-to-date Information Technology solutions in FCRHA/HCD business and communication functions.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Connecting People & Places



Creating a Culture of Engagement



Corporate Stewardship

ACTIONS

The items listed below do not have a SP Line Item associated with them and have no allocated resources.		
		Provide staff with automated budget information relevant to their work unit, to assist them in the management of projects and activities.
		Seek ways to use technology to improve staff communication.
		Implementation of new software system for the Public Housing/Housing Choice Voucher programs underway.
		Research and begin design of on-line applications. (underway)
		FCRHA will ensure a coherent public participation process that promotes public ownership of its policies and practices.
		e-ffordable.fairfax! Utilize e-ffordable.org website to assist in new initiatives. (ongoing)
		Continue coordination with the media. Continue same-day response to all media calls, with an attempt to respond to most calls within one hour of receipt of message.
		Establish affordable housing resources GIS map.
		Implement new housing management information system which integrates financial data, tenant data and property management data into a single system. (underway)
		Improve language access across agency programs via phone, internet and kiosk.

HCD Vision Statements that Apply

- Equip staff with state-of-the-art technology tools needed to do the job and have a staff that is technology savvy.

End Notes

- * FY 2007 Funds: These funds are identified for expenditure in FY 2007 only, and are not expected to carry forward into FY 2008
- ** FY 2006 Funds: Funds shown are “new” FY 2006 funds as they are currently planned for expenditure; these funds may carry forward into FY 2007.
- *** Prior Year Funds: These are estimates of funds available in FY 2007, based on expected spending in FY 2006.

Notes on strategies:

The following strategies listed in the *original* FY 2006 Strategic Action Plan have been changed:

- “Assisted Housing” and “Partnership” changed to “RHA Properties, Programs, and Partnerships”
- “Meeting Affordable Housing Needs” changed to “Meeting Affordable Housing Needs through New Production” (600 series), which now includes the majority of items formerly listed under “Partnership”.

Notes on Line Item numbers:

- FY 2006 Strategic Action Plan items folded into Line 100: 103, 205, 600, 603, 604, 606, 608
- FY 2006 *Original* Strategic Action Plan items folded into other lines: 108 (Neighborhood Enhancement) into 750 (Neighborhood Revitalization); 704 into 705.
- FY 2006 Strategic Action Plan Projects completed: 106 (Madison Ridge), 404 (Homeownership Center)
- All other unused line numbers reserved for future use.